

# HUMAN RESOURCE DIRECTOR

## Role Summary

The Human Resource Director Role consists of one grade level (20). The incumbent works with the executive leadership as a strategic business partner to help facilitate human resource functions globally across the department that support and enable the department to achieve its goals and strategies. This position is responsible for determining and formulating policies and business strategies and providing overall vision and direction to HR programs and activities of the department. The incumbent is an active member of leadership, driving a variety of HR duties including organizational development, employee and labor relations, staffing, employment law, performance management, compensation, training and development. In addition, the incumbent provides management, leadership and direction to office staff and oversees the Human Resource Unit, Training and Education Unit, and Payroll and Benefits Unit. The Human Resources Director reports to the department Director.

## Working Conditions

The demands of these positions routinely include meeting critical deadlines and managing a heavy workload. Work hours may exceed 40 hours per week at times. Considerable mental stress and pressure due to supervisory issues, workload, deadlines, time constraints, significance of decisions made, and challenging nature of contacts with taxpayers, elected officials, and coordination of all functions of the division. Must be able to supervise numerous projects at one time and determine priorities on a daily basis.

## Education and Experience

Competencies and degrees of proficiency are typically acquired through a combination of education and experience equivalent to a bachelor's degree in public or business administration, or related field with 6 years of directly related work experience (human resources, payroll, benefits, training, etc.) including three years experience in a senior-level management position. Other combinations of education and experience will be evaluated on an individual basis.

## Department Core Competencies

In addition to role specific competencies, there are four, department core competencies that all employees are expected to successfully achieve. These are:

- *Interpersonal Skills:* Builds constructive and effective relationships with internal and external customers and is committed to meeting customer needs in a timely and accurate manner. Listens actively and attentively and demonstrates an appreciation of other perspectives. Builds the appropriate rapport required to do business. Openly demonstrates an understanding of and respect for the value of co-workers' contributions to the department mission.
- *Decision-Making and Accountability:* Considers the department's vision, mission, and values in making decisions and taking actions. Identifies and considers possible alternatives before making decisions. Bases decisions on achieving desired outcomes pursuant to the departmental business plan or management direction. Uses a combination of analysis, experience, and sound judgment that results in fairness and consistency, while being accountable for actions. When serious ethical issues are at stake, takes all necessary actions.

- *Commitment to Continuous Improvement:* Ability and willingness to continually seek greater efficiency in agency programs, is results driven, and meets changing requirements in work or direction. Adapts to changing conditions and work responsibilities. Accepts constructive criticism and suggestions and uses them to improve performance.
- *Personal and Work Ethics:* Creates own measures of excellence, and practices what he/she promotes. Sets goals that provide challenges and measures goal attainment regularly. Displays a contagious optimism about the work to be done. Goes beyond traditional ways to address issues despite obstacles or resistance. Is able to generate ideas, fresh perspectives, and original approaches and engages in open-minded thinking. Employs strategies to promote ideas and proposals to increase probability of acceptance. Mentors others to improve the performance necessary to achieve success. Reflects a belief that the results achieved are a direct result of his/her personal decisions and actions.

## **Grade Levels**

Each grade level lists the essential duties that describe work performed 50 percent or more of the time (predominant work). Established work plans identify day-to-day tasks.

### **Grade 20**

#### **Predominant/Essential Duties**

- Senior level advisor on human resources trends and issues to executives and all levels of employees.
- Facilitate and provide guidance and consultation to management teams in all HR matters including HR implementation strategy and prioritization, policy/practice interpretation, and strategic workforce planning.
- Direct and oversee department personnel management/ human resource functions, including the development, interpretation, and/or implementation of state and federal policies, procedures to ensure practices and procedures are in adherence to federal and state laws and regulations and department policy. These functions include grievance, hiring, recruitment and selection process, discipline and termination, performance management system, staff development and training, and classification, ADA, EEO, FMLA requirements, pay/benefits.
- Develop and continuously assess programs, policies and procedures related to HR matters.
- Develop programs, policies, and procedures to ensure the citizens of Montana that the department operates in accordance with the highest standard of integrity and ethics.
- Continuously improve the knowledge and skill level of the department's workforce through both an effective, standardized training program for employees in areas of common need and specialized training in advanced issues of tax administration.
- Manage a competitive compensation plan department wide.
- Develop effective outreach and recruitment practices to improve the diversity of the department's work force at all levels with respect to the population of Montana, ensuring adherence to relevant federal and state laws and regulations and department policy.
- Maintain an effective and equitable system of employee evaluation and accountability to enable employees to continuously improve performance and contribute to the department's efficiency and effectiveness.
- Provide effective and appropriate means of open communication and participation by employees in department decision-making to support employee commitment to the department's work and to respect each employee's role in the organization.

- Maintain a quality relationship of respect and communication with unions representing department employees and properly implement union contracts.
- Build long-term internal/external relations with people and organizations who can provide assistance and with other interested or affected parties.
- Establish the overall direction for the office; formulate short-term and long-term goals and objectives by taking a lead role in long range planning, anticipating future process needs, and seeking innovative solutions; establish performance measurements, ensuring they are met and are effective; provide expertise; and provide consistent oversight regarding implementation of goals and objectives.
- Obtain and allocate resources (budgeting, personnel, etc.); establish priorities and deadlines, assign projects, and allocate available resources and budget to ensure deadlines and objectives are met.
- Provide leadership to staff; conduct performance appraisals; make and implement decisions concerning hiring, discipline, individual performance, leave, and flextime; ensure personnel activities are in compliance with department and state policies and rules; take appropriate disciplinary actions; and respond to and resolve grievance allegations by and between staff.
- Delegate authority to subordinate supervisors and holds them responsible for the performance of their organizational units.
- Responsible for the most critical decisions regarding human resource issues. Make strategic decisions on complex and controversial issues that require difficult analysis. Understand cause and effect relationships, recognize similarities and differences in situations, and apply knowledge to help make effective decisions or to come up with new ways to accomplish a task.
- Take decisive action and lead others; focus on the strategic direction of the organization and make sound decisions that balance risk with return or opportunity; and take responsibility for decisions.
- Exercise judgment and maintain integrity in managing a program where there are competing interests, differences of opinion, and where goals of objectivity and consistency sometimes conflict with goals of flexibility and customer service.
- Analyze and comprehend a wide range of general and technical information about human resource issues and formulate broad policy recommendations.
- Accurately prioritize needs and issues given agency mission and rapidly changing circumstances and effectively defend or discuss proposals on an executive level.
- Assist in the conceptualization, formulation and presentation of departmental legislation. Review and analyze legislation, laws, and public policy and recommends changes. Prepare legislative fiscal note requests for the bureau's programs.

### **Competencies and Degrees of Proficiency**

The Competency/Proficiency Chart identifies the role specific competencies, degrees of proficiency, and guidance required for each grade level. Role specific competencies describe the knowledge, skills, and abilities required to perform the essential duties. The degrees of proficiency indicate the difficulty and/or complexity level of the tasks and assignments.

## Competency/Proficiency Chart – Human Resource Director

Competencies	Grade 20 Independently
Demonstrated skill and ability in developing and implementing high-impact programs.	D
Demonstrated extensive knowledge of human resource policies and practices, compensation and benefits, organizational effectiveness, recruitment and selection, retention strategies, labor relations, employment law, and training and development.	E
Demonstrated planning and organizational skills.	D
Demonstrated ability to provide timely and effective written, oral, and interpersonal communication.	E
Demonstrated ability to work collaboratively with employees at all levels within the department.	E
Demonstrated ability to assess complex issues and determine their impacts to a diversity of agency operations and activities.	E
Demonstrated knowledge of concepts and practices of personnel management and supervision.	D
Demonstrated ability to be a strategic thinker and results driven with the ability to work effectively under pressure.	E
Proactively focus efforts and energy on successfully attaining goals and objectives, assuming accountability for decisions, action and results. Follow issues through to completion.	E
Demonstrated knowledge and ability in negotiation and conflict resolution techniques.	D
Demonstrated knowledge of department business processes and ability to apply that knowledge effectively.	E
Demonstrated ability to comprehend, interpret, and apply laws and regulations in a consistent and straightforward manner.	E
Demonstrated skill and ability to build long-term internal and external relationships critical to the organization.	E
Strong leadership, facilitation, and project management skills.	E
Demonstrated ability to understand the value, objectives, and political structure of the organization.	E
Demonstrated management skills encompassing resource planning, organizational design, staffing, and resource allocation.	D
Demonstrated ability to plan, implement, and evaluate the achievement of goals, objectives, and work plans.	D
Demonstrated knowledge of management principles and practices.	D
Demonstrated ability to work cross-functionally with all levels of employees and management.	D
Demonstrated knowledge of organizational and management theory, principle, and practices and the ability to organize and direct major programs, solve program difficulties and conflicts, and make and defend policy decisions.	E

### Degree of Proficiency

A: A degree of knowledge, skill, or ability commensurate with elementary-level tasks and assignments.

B: A degree of knowledge, skill, or ability commensurate with intermediate-level tasks and assignments.

C: A degree of knowledge, skill, or ability commensurate with advanced-level tasks and assignments.

D: An advanced degree of knowledge, skill, or ability commensurate with considerable experience and the application of the competency to non-standard tasks and assignments.

E: The most advanced degree of knowledge, skill, or ability evidencing complete mastery and understanding of the subject.